

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

**MINUTES OF THE REGULAR MEETING
OF THE FACULTY SENATE HELD ON
NOVEMBER 13, 2009 IN THE STATE ROOM**

Present: Executive Vice President for Academic Affairs Lehman; Registrar Amundson and Parliamentarian Charnovitz; Deans Barratt, Burke, and Reum; Professors Barnhill, Benton-Short, Biles, Castleberry, Cordes, Corry, Dickson, Garcia, Garris, Griffith, Harrington, Helgert, Johnson, Klaren, Lipscomb, Pagel, Parsons, Plack, Simon, Wilmarth, and Wirtz

Absent: President Knapp; Deans Brown, Dolling, Futrell, Lawrence, Phillips, and Scott; Professors Boyce, Costanza, Galston, Hotez, Rehman, Robinson, and Windsor

The meeting was called to order by Executive Vice President Lehman at 2:15 p.m.

APPROVAL OF THE MINUTES

The minutes of the regular meeting of September 11, 2009 were approved as distributed.

INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

UPDATE ON CAMPUS CONSTRUCTION AND RENOVATION

Executive Vice President and Treasurer Louis H. Katz distributed a written report providing detailed information concerning projects underway on the Foggy Bottom, Mount Vernon, and Virginia campuses. Vice President Katz briefly reviewed material presented in the report before inviting questions.

The report, which is enclosed, includes information on implementation of the 2007 Foggy Bottom Campus Plan, redevelopment of Square 54 (the old Hospital site), and basic information and project milestones pertaining to the proposed Science and Engineering Complex on Square 55. The report also details GW's continuing public/private partnership with the District of Columbia's School Without Walls, which has resulted in the modernization and improvement of the School's facilities and construction of a new GW residence hall on F Street behind the School. Progress on the renovation of GW's Smith Center, to be funded by a generous \$10 million challenge grant from the Smith and Kogod families, is also contained in the report. On the Mount Vernon campus, the redevelopment of Pelham Hall is underway, and an update to the plan for that campus is in process. At the Virginia Science and Technology Campus in Loudoun County, Virginia, an overall facility plan for the campus, on which three buildings have been constructed, will be finalized in 2010.

Discussion followed. Professor Cordes said it was his understanding that with all of the building taking place, the goal is to move existing parking underground or create new underground spaces. He asked roughly how many spaces that would involve. Vice President Katz responded that parking requirements are part of the University's 20 year Campus Plan and the University's commitment to the City is to provide for parking below grade. The University Parking Garage prospectively slated for demolition if the new Science and Engineering Complex (SEC) on Square 55 is constructed holds roughly 1250 spaces. These 1250 spaces will need to be redistributed on campus. Approximately 250 to 300 below-grade spaces could be provided on the Square 55 site.

On Square 54, approximately 362 spaces are now completed but they will not be usable until the building is finished. These will be owned and operated by GW for overall University use. The newly constructed residence hall, South Hall, has 178 spaces. The University is currently looking at the feasibility of constructing a building on G Street which ultimately will be a law learning center. Approximately 300 spaces could be provided at this site. Between these spaces and other projects that will come on line, combined with the use of valet parking and the manner in which Kennedy Center parking is used, Vice President Katz said he believed there would be adequate parking. To go forward with any project, a plan must be submitted to the District of Columbia which demonstrates that the University has the means to provide parking.

Professor Simon noted that the University has a contract to provide roughly 350 spaces for hospital and staff personnel. However, it is not clear where patients will park, and it is not feasible for most of them to park on G Street and walk to the Hospital from there. Vice President Katz responded that, overall, the University has an inventory of some 3,000 parking spaces and there are no longer waiting lists for people requesting campus parking. The future use of campus parking spaces will be assigned in the most sensible way as they become available.

Professor Wilmarth noted that the time for final consideration and approval of the SEC project by the Board of Trustees has apparently been moved from May, 2010 to October 2010. Professor Wilmarth also asked whether Vice President Katz could share the basic cost and funding parameters for the project. Vice President Katz responded that the date has not changed. The information requested by Professor Wilmarth will need to be made available to the Board before they approve the project.

Professor Wilmarth expressed his great concern that if the Administration does not provide information about the projected costs and funding for the SEC to the Faculty Senate until the summer of 2010, when many faculty are otherwise engaged, or after September 1, 2010, there would not be adequate time for the Senate to analyze the information and provide constructive feedback to the Administration before the Board of Trustees considers the project in October 2010. The Faculty Senate has worked with the Administration since May 2009 to ensure that the Faculty Senate is given an adequate opportunity to consult with the Administration and provide its views with regard to planning for the SEC, especially since the SEC would be the largest and most costly building project ever undertaken by the University. Professor Wilmarth added that he expected the Administration to provide meaningful advance notice with regard to cost and funding issues for the SEC so the Senate could provide advice and consultation on this matter, in accordance with provisions of the Faculty Code.

2008 →
See
Dec 2009
minutes

Professor Parsons noted that *The Hatchet* recently cited \$300 million as the projected cost of the SEC, rather than the \$250 million mentioned in the past. Vice President Katz responded that this figure had not been obtained from the administration, and the final cost of the SEC has not yet been determined. What is known is how much space can be built on Square 55. While the whole site will be built, the initial size of the building will depend upon the needs of the University and on its ability to fund the project. Another factor influencing the final cost estimate is the fact this is a good time to construct buildings, as the University is experiencing a 20 to 25% savings in construction costs. Probably the biggest factor in the cost of the building will be how much will be built out initially, and that has not been determined. For example, with a floor plate of 50,000 square feet, the envelope of the building could be constructed, but if two floors (100,000 square feet) were not built out, then this would change the building budget significantly.

Professor Parsons asked when cost information might become available. Senior Associate Vice President Alicia O'Neil responded that the benchmarking and programming phase of the project has begun, and is expected to be completed toward the end of January or the beginning of February 2010. That will provide a clearer picture of the potential size and use of the SEC, depending upon the needs identified. Cost comparisons of benchmarked projects can then be made. While the project concept will certainly change between February and the design/building phase in September 2010, this is the timeline that is being followed. Professor Parsons also inquired how fundraising and funding planning could be accomplished when a new Vice President for Development has not yet been hired. Vice President Katz responded that an active search is underway to fill this position. Given the importance of providing information on funding the SEC project to the Board of Trustees, it is possible that an interim report will have to be provided in October, but the goal is to present a complete report. He added that this information would be provided ahead of time to the Senate, and would not be a surprise.

Professor Griffith asked about the general procedure to be followed during the benchmarking and programming stages of SEC planning. Senior Associate Vice President O'Neil responded that Ballinger Architects has been retained to perform this work and has started initial interviews on campus. Ballinger is a firm that has designed a number of buildings like the SEC, and it is expected they will be on campus every other week, meeting with a number of Deans, chairs of departments that have been identified, and members of the Administration. As the process unfolds, forums will be held so that faculty can provide input into the process. Each project that Ballinger has designed has been different depending upon the particular needs of the institutional client, and the firm is very committed to faculty, as well as student, input.

Professor Wilmarth observed that when the SEC project was initially proposed, the Administration stated that a major reason for building the SEC was to replace GW's existing science teaching and laboratory facilities for undergraduate and graduate students, which the Administration described as woefully inadequate. He asked whether the Administration has reached any tentative conclusions about the number of science teaching and laboratory facilities that will be included in the SEC. In addition, if the Administration does not intend to use the SEC to satisfy the generally-accepted need for new science teaching and laboratory facilities for students, he asked whether the Administration has formulated construction and funding plans to renovate existing facilities to bring them up to date. Vice

President Lehman responded that there a number of buildings, such as Corcoran, Samson, Bell, and Tompkins Halls, where facilities, if renovated, would provide very satisfactory additional academic space. Construction of the SEC could also free up space in the Academic Center for use by Arts and Sciences departments. A better idea of what can be accomplished relative to existing space can be developed as the benchmarking and programming process moves forward.

Professor Barnhill asked to what extent alumni and friends of the University have indicated interest in supporting the SEC project financially, and to what extent facilities are being planned that would enhance the University's ability to compete for sponsored research projects and generate money over time to support the facility. Responding to the second question first, Vice President Katz said that, in order for GW to achieve its research goals, it is absolutely critical to improve significantly the amount and type of research space on all of GW's campuses. Research underway at the University will continue and increase. Growth in indirect cost recoveries from the increased amount of research made possible by the new SEC facility will be a very significant factor in moving the project forward. In terms of support from GW friends and alumni, a task force comprised of Board members and alumni from various schools has engaged these groups and they are very interested in the project. They understand the critical importance of the SEC to the individual schools and the University. Although commitments are not now in hand, Vice President Katz said that a very good dialogue has been underway for some time, and as the project and the dialogue further develop, he believes that major commitments will be the result.

Professor Wilmarth reiterated his point that, if GW is going to attract the very best undergraduate and graduate students, the University needs to offer adequate science teaching facilities. He added that he would be disappointed if the SEC becomes primarily a sponsored research facility and does not address the problems posed by inadequate existing teaching facilities for science. Paying for the SEC project will require an enormous financial commitment, and the necessary funding sources have not yet been identified. If existing facilities have to be renovated to provide the necessary improvements to the University's science teaching facilities, that renovation will require significant additional funds. Given the cap on enrollments at the University's Foggy Bottom campus, which limits the University's ability to raise additional tuition dollars, it is not clear how the University could pay for renovated teaching facilities in addition to the SEC. Vice President Katz responded that it is fully understood by everyone involved in the planning process that a major goal of the SEC project is to integrate teaching and research at the undergraduate and graduate levels.

Professor Biles asked if there is a commitment to move all of the current faculty from the Columbian College science departments into the SEC. Vice President Katz said that no such decisions have been made at this juncture, but going forward in the planning process, a clearer picture will emerge. Professor Garcia inquired about when these decisions might be made. Vice President Katz responded that the benchmarking and programming process will determine the optimal criteria to be used in determining who will occupy the building and where they will be located. Vice President Lehman noted that, as new buildings have been constructed and come online on campus, they tend to fill up virtually immediately. It is desirable to have room to expand as needs and programs evolve.

Professor Simon asked if a certain percentage of the funds required for the SEC would have to be obtained before going ahead with the project. Vice President Katz confirmed that there is no target percentage. The overall financing plan for the building is not complete and its impact on the overall operations of the University are a prime consideration.

Professor Barnhill said the SEC project would be an impressive commitment to fiscal capital and facilities. He asked if there is a companion plan regarding commitments in terms of growing human capital in the science areas that would facilitate a substantial expansion in sponsored research and promote successful competition on a global scale. Vice President Lehman replied in the affirmative, saying that several years ago he had developed a plan for research which included three components: space, student financial support, and increasing the number of faculty. That plan has been discussed with the President, Vice President Katz, and the Academic Affairs Committee of the Board of Trustees, and is evolving as part of the fundraising goals for each of the deans.

BUDGET AND FINANCE UPDATE

Professor Joseph Cordes, Chair of the Fiscal Planning and Budgeting Committee (FP&B), presented a University budget overview covering operating results and the balance sheet for Fiscal Year 2009. He also reported on the approved budget for Fiscal year 2010, including a first quarter 2010 budget revision, and broader budget issues. (The report distributed at the meeting is enclosed.)

Budgeted versus actual results for the FY '09 operating budget (excluding the Medical Center) are presented on page 2 of the report on the University Operating Budget. FY '09 Medical Center budget results from the Report to the GW Board of Trustees in May, 2009 can also be found on the same page. According to the information given, total revenues exceeded expenses by \$20.3 million; however, when combined with a decrease in net assets of \$20.1 million, only a small operating surplus remained.

Differences between actual and budgeted expenses and net assets, along with an explanation of \$9.0 million in changes to net assets are presented on pages 4 and 5 of the report. Information presented to the GW Board of Trustees on financial results including the consolidated balance sheet, cash assets, endowment returns, physical properties, debt, bond covenant ratios, research funding, and fundraising (excluding affiliates) is set forth on pages 5 through 9 of the report.

Information presented to the Board of Trustees in May 2009 concerning the FY '10 budget and a revised budget forecast (based on first quarter 2010 results), including changes in net assets, is set forth on pages 10 and 11 of the report. The information provided indicates that overall, revenue is expected once again to exceed expenses (by \$31.4 million) but this operating surplus when combined with a decrease in net assets of \$31.5 million, will result in a slight deficit.

Professor Cordes concluded his report by commenting on broader budget issues going forward. As everyone knows, there is a ceiling on Foggy Bottom enrollments, which limits the ability of the University to raise additional tuition revenues here. This year's full-time equivalent (FTE) count came in just 60 FTE's under the cap. While fall 2010

application numbers appear to be on track, some fairly careful enrollment planning will still have to be done at the school level to avoid exceeding the enrollment ceiling for next year.

As already discussed, with benchmarking and programming studies underway for the SEC project, better information is expected early in 2010. Professor Cordes said he thought it would be a good idea to repeat the exercise conducted last year by the FP&B Committee to examine this information.

Professor Cordes said he thought it would be useful for the FP&B Committee to report in more detail on the University's Capital Budget in the future. This is a separate budget which relates to the Operating Budget, especially since capital projects will almost always generate expense items such as mandatory and debt service payments and operating expenses that must be covered.

Finally, President Knapp has announced a \$60 million initiative which has three components: increasing philanthropy, and establishing an Innovation Task Force which will examine ways in which to generate resources through changes in teaching and business processes. The Task Force Steering Committee is headed by Associate Vice President D. Jeffrey Lenn, who will be reporting to the FP&B Committee at its meeting on December 4, and he will provide regular updates as the Task Force work continues.

Discussion followed. Professor Griffith said that he thought that an exploration of the University's total amount and use of reserve funds would be relevant and useful. Professor Cordes confirmed that the FP&B Committee would study the issue this year. Vice President Katz said that overall reserves are in the \$200 million range, approximately. In general, the University's reserves have been increasing each year and this has been one of the factors that has improved the overall cash position of the institution. He noted that the individual schools are now allowed to carry forward unused funds, so they too, are building cash reserves. A short discussion followed about University and Medical Center reserves. Professor Cordes noted that several years ago, reserves were not used to cover projected budget gaps [but rather reductions in operating expenses were made, for example, by delaying or suspending faculty and staff salary increases]. That policy has changed over the past couple of years.

Professor Barnhill asked if information is available about how much liquidity is needed from an operational standpoint. He also inquired if there is a forward-looking capital budgeting plan that is integrated with some kind of operating plan, and if Vice President Katz had an idea where extra liquidity might ultimately be utilized over the next few years. Vice President Katz confirmed there is an overall plan in place which is updated on a quarterly basis as new information becomes available. Overall, managing the University on a liquidity basis has served it well for over a decade, and GW has been able to avoid problems now confronting other educational institutions that have not done so. Over \$300 million in capital projects have been financed using the liquidity of the University, and the plan is to continue to do so. Vice President Katz said he felt comfortable that the University has adequate liquidity based on the timing of projects that have been formally approved by the Board, and the institution does not need additional liquidity at this juncture.

Further discussion followed between Professor Cordes, and Vice President Katz. Professor Wilmarth inquired about salary increases for next year. Vice President Lehman indicated that the salary pool for faculty and staff is 4% for next year, to be distributed totally and completely on merit. The process is underway and approvals have been issued. Notification to recipients will follow very soon.

Professor Barnhill asked about the maturity structure of the University's external debt. Without exact figures before him, Vice President Katz said he thought the debt approximated \$900 million. A little over \$700 million is fixed rate, some for terms as long as 30 years. The bulk of the debt involves ten-year balloon payments, and Vice President Katz said he thought the University has adequate resources to deal with these payments as they become due. One change in the manner in which the University's debt is handled is a shift over recent years from largely variable rate debt to fixed rate debt.

Professor Simon inquired about the present discount rate and whether the University utilizes rolling admissions. Vice President Lehman said that the discount rate for undergraduates is approximately 37%, and for graduate students, approximately 24%. The undergraduate discount rate is viewed as a temporary response to the obviously worsening financial circumstances of families, but as reported by Senior Vice President Chernak to the FP&B Committee, this is not expected to be sustainable in the long run.

GENERAL BUSINESS

I. NOMINATIONS FOR ELECTION TO SENATE STANDING COMMITTEES

On behalf of Faculty Senate Executive Committee Chair Robinson, who was absent from the meeting due to a professional commitment, Professor Wirtz moved the nomination of the following faculty members to the Appointment, Salary, and Promotion Policies Committee: Lorien C. Abroms, Shivraj Kanungo, Margaret M. Plack, and Moses S. Schanfield. All of the nominations were approved.

II. REPORT OF THE EXECUTIVE COMMITTEE

Professor Wirtz presented the Report of the Executive Committee, which is enclosed. Also enclosed is the Faculty Senate Report presented to the Academic Affairs Committee of the Board of Trustees at its meeting in October 2009.

III. CHAIR'S REMARKS

Vice President Lehman said he hoped that everyone has had an opportunity to look at the new *GW Today* portion of the University Website, which features information about campus news and events. *GW Today* now also carries memoriam information concerning members of the University who have passed away.

Vice President Lehman also echoed a point made by Professor Cordes concerning enrollments and the need for careful planning in this area. Projections for the freshman class, continuing undergraduates and transfers, and graduate students will have to be carefully balanced in order to avoid exceeding the enrollment ceiling. Last year, laboratory space at the Mount Vernon campus was renovated and the Forensic Sciences department

was moved there. This saved over 70 FTE slots at the Foggy Bottom campus, which was fortunate in that the University FTE equivalent count came within 60 of the cap.

BRIEF STATEMENTS (AND QUESTIONS)

Professor Plack asked how students registered for internships but not otherwise present on the Foggy Bottom campus were counted when calculating the full-time equivalent enrollment figures. Vice President Lehman responded that the enrollment ceiling, or cap, applies to students enrolled at the Medical Center. The credit hours of students registered in every Foggy Bottom program must be counted. For graduate students, the full time equivalent consists of 9 credit hours, for undergraduates, 12. If entire programs, including faculty, were moved off campus, then those enrollments would not count against the Foggy Bottom cap.

Professor Wirtz inquired about how the cap pertains to students in study abroad programs. Vice President Lehman responded that students registered for study abroad do not count against the Foggy Bottom cap. The University has worked for several years to increase the number of students in these programs, and to distribute these registrations as equally as possible between the fall and spring semesters. The number of students studying abroad is now over 1,000 and GW is one of the institutions with the highest number of these students nationally.

Professor Dickson noted that a report on executive salaries included with the minutes of the May 2009 Senate meeting revealed that former University President Trachtenberg's total compensation in his last year as president amounted to almost \$3.6 million. This story was also covered by *The Hatchet*, *The Washington Post*, and *The Chronicle of Higher Education*. He asked if there was any explanation for such a generous compensation package. Vice President Lehman responded and said he could not provide a complete explanation for the compensation package, but that it contained at least two components, deferred compensation accumulated over 19 years of service, and something having to do with deferred sabbatical payment(s). Professor Klaren said he thought that *The Washington Post* reported that in President Trachtenberg's initial contract, he received an amount of money each year to compensate for the fact that he was not buying a house here, but was required to live in University housing. According to *The Post*, these funds were provided so that he could buy a house at a later date.

ADJOURNMENT

There being no further business before the Senate, and upon motion made and seconded, the meeting was adjourned at 3:50 p.m.

Elizabeth A. Amundson

Elizabeth A. Amundson
Secretary

The Future of GW's Foggy Bottom Campus Implementing the 2007 Campus Plan

The 2007 Foggy Bottom Campus Plan adopts a "Grow Up, Not Out" strategy enabling the University to accommodate its academic and student housing space requirements within its existing campus boundaries, allowing **Square 54** to be developed as a dynamic mixed-use town center and the construction of a new residence hall through the **School Without Walls** public/private development partnership. The "Grow Up, Not Out" strategy meets DC planning goals, provides lasting benefits for the neighborhoods surrounding the campus and allows the University to fulfill its academic mission by

identifying **future development sites to accommodate GW's forecasted space needs** over the next 20 years.

The 2007 Foggy Bottom Campus Plan and the related Square 54 and School Without Walls projects are the product of more than two-years of collaborative community-based planning to evaluate and envision GW's future in the context of the surrounding Foggy Bottom and West End neighborhoods. This resulted in a plan that provides shared benefits for the community, the District of Columbia, and the University as demonstrated by **more than 300 records of support** for GW's integrated development strategy during the series of DC Zoning Commission hearings held in 2006 and unanimous approval by the Commission of each project. The Commission's approval of the 2007 Foggy Bottom Campus Plan allows GW to begin to implement various elements of the plan, including:

- **The Streetscape Plan** provides a framework for the location and use of materials in public space, such as plantings, light fixtures, street furniture, signage, and public art. The Campus streetscape will be designed to create a "sense of identity" throughout the Campus reflecting the intensity of University activities in various areas.

- **The Historic Preservation Plan** preserves individual buildings and collections of buildings of historical and architectural significance while maintaining the diverse scale and unique character of the Foggy Bottom Campus. The Historic Preservation Plan includes landmark designation of certain buildings and creation of a historic district on campus.

- **Implementation of the Freshmen and Sophomore vehicle restriction** which prohibits these students from bringing and parking vehicles in the Foggy Bottom/West End Area, other than in exceptional/extreme circumstances.

- **Transitioning use of buildings** outside the Campus Plan boundaries to uses other than undergraduate housing – including conversion of Hall on Virginia Avenue and The Aston to graduate student residence halls.

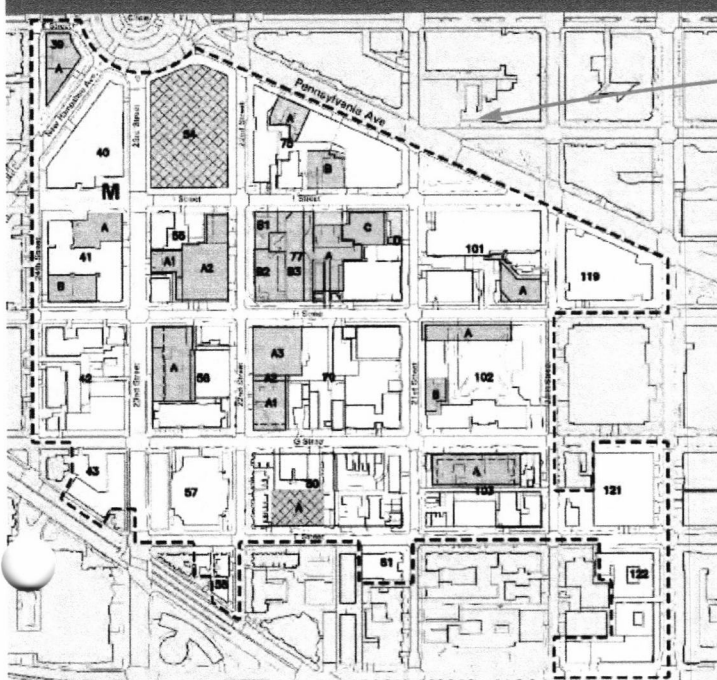
- **Audit of student enrollment** directed by the DC Zoning Administrator to ensure GW's continued compliance with enrollment caps.

- **Creation of the GW/Community Advisory Committee** for the purpose of fostering consistent communication between the University and the Foggy Bottom and West End communities.

- Visit www.neighborhood.gwu.edu for more details on the Foggy Bottom Campus Plan, Square 54 and School Without Walls projects, including project construction updates, community meeting notices, zoning filings and more.

- **Participate in upcoming community meetings** on the 2007 Foggy Bottom Campus Plan and the quarterly GW/Community Advisory Committee meetings by contacting John Ralls, jralls@gwu.edu or 202-994-3128.

GW Foggy Bottom Campus—Future Development Sites



KEY: PRIMARY USE CATEGORIES

- Academic/Administrative/Medical
- Residential/Campus Life/Athletic
- Commercial/Investment

OTHER

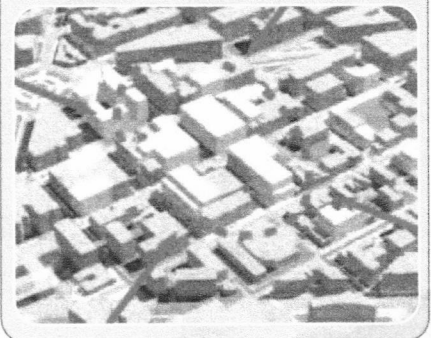
- Expansion and/or Redevelopment of Historic Buildings
- Sites addressed under separate zoning process
- Campus Plan Boundary

The Campus Plan reflects the University's broader strategic planning initiatives aimed at creating a world-class institution in the nation's capital. To accomplish this, the 2007 Foggy Bottom Campus Plan:

- Strengthens the academic programs and prestige of the University and Medical Center, taking advantage of the unique opportunities provided by its location in the heart of the nation's capital
- Meets GW's commitment to accommodate its forecasted academic and student housing space needs on Campus
- Creates a vibrant retail corridor along Eye Street from Square 54 and the Eye Street Mall at the Foggy Bottom-GWU Metro station to the Shops at 2000 Penn
- Recognizes, preserves, and enhances the diverse architectural character of the Campus and the surrounding neighborhoods through the Historic District
- Strengthens DC's tax base by encouraging University development within its existing Campus on property it already owns and allowing commercial development of Square 54
- Enhances GW's ongoing sustainability efforts by employing smart growth and transit-oriented development principles
- Encourages the University and members of the community to work together to identify, address, and resolve issues and concerns

"Grow Up, Not Out"

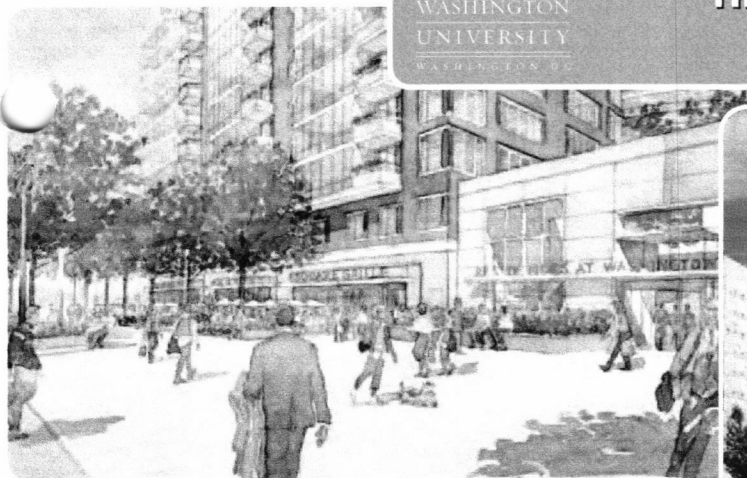
By targeting increased density at specific locations concentrated in the core of Campus and away from existing residential areas, the "Grow Up, Not Out" development strategy allows the University to meet its academic and student housing space requirements while maintaining and enhancing open spaces and internal pathways, preserving buildings of historic and architectural significance, and retaining the diverse scale and unique character of the Foggy Bottom Campus.



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The Future of GW's Foggy Bottom Campus

Square 54 and School Without Walls Partnership

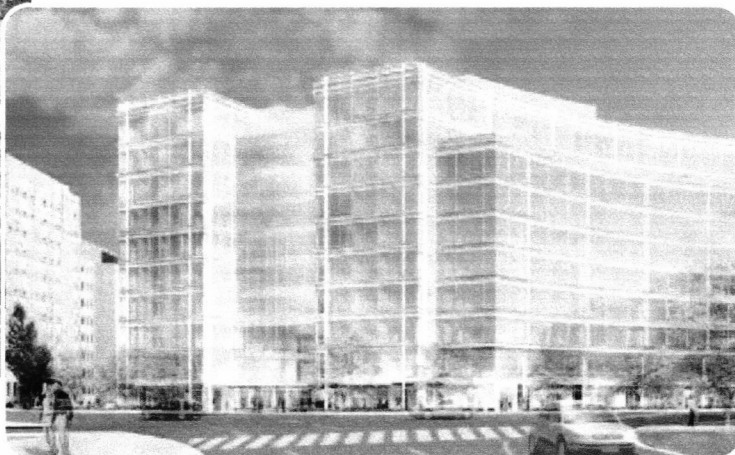


Redevelopment of Square 54

Anchoring Washington Circle at the northwest corner of GW's Foggy Bottom Campus and adjacent to both the Central Business District and the Foggy Bottom-GWU Metrorail station, Square 54 (the old GW hospital site) is envisioned as a **dynamic urban town center** – a mixed-use development of world-class design consisting of multiple structures with retail, residential, and office uses that will provide a variety of neighborhood benefits and an active and enlivened streetscape.

The design concept for Square 54, which received **unanimous approval** by the DC Zoning Commission in spring 2007, incorporates smart growth and transit-oriented development principles advanced by land use planning experts (including the DC Office of Planning) while also providing neighborhood-serving retail opportunities. The spring 2008 groundbreaking was followed by site excavation and sheeting & shoring. Below grade structure work began winter 2009 and will last up to one year with project completion anticipated in 2011.

GW selected industry leader **Boston Properties** as the University's development partner for the Square 54 project. The project team also includes world-renowned **Pelli Clarke Pelli Architects**, architects of record **Hickok Cole Architects** and nationally-recognized retail development consultants **StreetWorks**.



School Without Walls/GW Public-Private Partnership

The George Washington University and School Without Walls have a long standing educational partnership that began in 1980. In 2006, this mutually beneficial partnership was expanded by filing a joint planned unit development application to both modernize/expand SWW's current home on G Street (within the Foggy Bottom Campus) and construct South Hall, GW's new undergraduate residence hall on F Street. The DC Zoning Commission approved the projects in late 2006 and GW commenced construction in 2007. Both GW and DC Public Schools completed their respective projects for occupancy in fall 2009.



QUICK FACTS ON GW AND SCHOOL WITHOUT WALLS (SWW) DEVELOPMENT

	SWW Project	GW Project
Scope:	Modernization & addition to existing SWW facility	Construction of a new undergraduate residence hall
Program:	Additional classroom facilities, labs, common spaces & support spaces	474 beds (single bedrooms with shared living area, kitchen and bathrooms), 178 parking spaces
TOTAL Sq.Ft. (approx): (above grade/total)	50,000/65,000	185,000/280,000
Key Design Elements:	Preservation of existing building, roof terrace, library/media center	Contextual design, rear courtyard, alternate building access linking to center of campus



GW - Science and engineering complex Basic Information & Project Milestones



Note: This graphic represents just one version of what this transformational building might look like

Basic Information

Project Location: Square 55 (current location of the University Parking Garage)
Size: Approximately 400,000 square feet above grade (*plus approximately 50,000 – 100,000 square feet of below-grade program space, not including parking*)

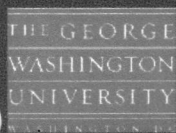
Project Manager: Boston Properties

Benchmarking/
Programming Firm: Ballinger Architects

Project Design Milestones

August 2009	GW engages Boston Properties to serve as the project manager and advisor to the University on the development of the science and engineering complex
October 2009	Ballinger Architects is selected to provide benchmarking and programming services for the project
October 2009 – February 2010	Benchmarking and Programming Work
February 2010 – September 2010	Building conceptual design and cost determination
October 2010	Presentation to the Board of Trustees requesting approval to move forward with the project
Mid- 2011	Earliest construction commencement*
Mid- 2014	Earliest construction completion*

(* assumes Board of Trustees approval is granted)



The School Without Walls and The George Washington University

Partners Since 1980

Summer 2009 Update

The School Without Walls (SWW), a non-traditional DC public high school established in 1971, aims to utilize the “city as a classroom” to give students a richer and more fulfilling education. Located within the boundaries of **The George Washington University’s (GW)** Foggy Bottom campus at 2130 G Street, NW, the School’s student-centered environment maximizes integrative, interactive, experiential learning within the framework of a humanities approach that stresses collaboration among staff, students, and parents. This “community as a classroom” approach graduates students that are independent, self-motivated and well prepared to handle the rigors of college.

The unique relationship between SWW and GW began in **1980**. Since that time, the two institutions have collaborated on several levels with the goal of fostering a **mutually beneficial learning environment**. Examples of these joint initiatives include:

■ **Facilities Sharing.** GW provides SWW students and faculty with access to Gelman Library, the Marvin Center and the Charles E. Smith Athletic Center. SWW provides GW with access to classroom space during the evening hours.

■ **Teaching Collaborations.** GW faculty, staff and graduate students guest lecture in SWW classes and teach certain SWW elective courses.

■ **Internships for GW Graduate Students.** Students in GW’s Graduate School of Education and Human Development serve as interns at SWW in the areas of science, social studies, special education and counseling.

■ **Educational Opportunities.** SWW students, faculty and staff are permitted to enroll in GW courses, with waiver of tuition and fees.

■ **Educator Training.** GW offers continuing education opportunities to SWW faculty, specifically the opportunity to achieve the National Board for Professional Teaching Standards certification.



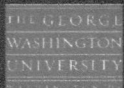
Proposed addition shown to the left of existing SWW

The public-private development partnership provides for the renovation and modernization of SWW (*detailed on reverse*) and also expands the existing programmatic partnership.

The University’s commitment to the School Without Walls is further exemplified by the **GW’s Trachtenberg Scholarship Program** which provides full, four-year scholarships to academically talented seniors. The scholarships include tuition, fees, housing, meals and books and is valued at approximately \$200,000 over four years. This program has benefited **93 students** since its inception in 1989 – 12 of whom have been SWW students.



GW students are joined by GW and SWW mascots as they celebrate the public-private development partnership



The School Without Walls and The George Washington University

Partners Since 1980

Summer 2009 Update

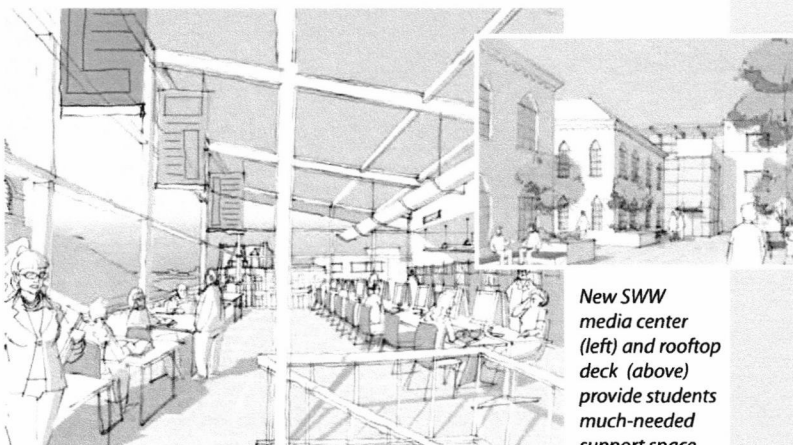
Page 2

In March 2006, The George Washington University (GW) and the School Without Walls (SWW) started a new chapter in their long-standing partnership by executing a Memorandum of Understanding which provides GW the opportunity to acquire the SWW back parking lot and additional development rights in exchange for providing funding to support the **modernization and expansion of the SWW facility**. After receiving unanimous approval from both the DC City Council and the DC School Board, DCPS and GW submitted a joint zoning application for this project in April 2006 which was **unanimously** approved in November 2006 by the DC Zoning Commission.

This approval set in motion plans for GW to combine the back parking lot with the neighboring GW tennis courts to house a **new undergraduate residence hall** with approximately 474 beds and 178 underground parking spaces. DCPS will use the approximate \$12 million generated from the sale (in addition to \$6 million already allocated by DCPS) to **modernize the facilities and create additional space** for classrooms, as well as a media center and outdoor space. Both the GW and SWW projects commenced in late fall 2007 and are anticipated for completion in 2009. For weekly construction progress updates on GW's new residence hall, visit the campus development section of www.neighborhood.gwu.edu



Concept rendering for new GW residence hall at 2135 F Street, N.W.



New SWW media center (left) and rooftop deck (above) provide students much-needed support space.



SWW student learns she will be a Trachtenberg scholar.

QUICK FACTS ON THE PROPOSED DEVELOPMENT

	SWW Project	GW Project
Scope:	Modernization & addition to existing SWW facility	Construction of a new undergraduate residence hall
Program:	additional classrooms, labs, and meeting/support spaces roof terrace for outdoor space	474 beds arranged in apartment style suites with single bedrooms; 178 parking spaces
TOTAL Sq.Ft. (approx): (above grade/total)	48,000/67,000	192,000/280,000
New Sq.Ft. (approx): (above grade/total)	24,500/35,000	192,000/280,000
Max Height:	89 feet at existing tower	90 feet
Key Design Elements:	preservation of existing building, & its "stand alone" appearance; responds to block's historic character	rear courtyard provides "2 nd front door" from center of campus; contextual design
Timeline:	both the GW and SWW projects commenced in 2007 with completion anticipated in fall 2009	



Charles E. Smith Center Renovation



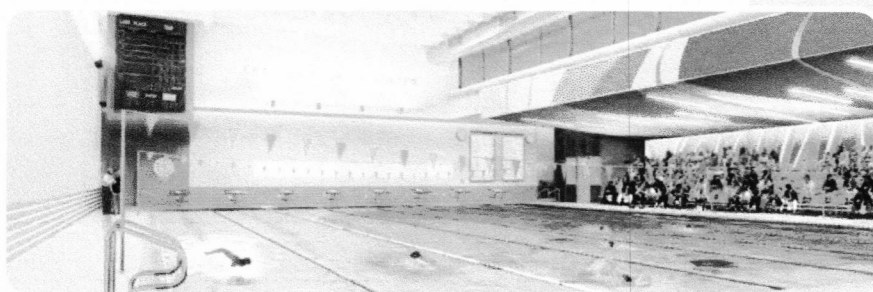
Built in 1975 and named for developer and philanthropist Charles E. Smith, the Charles E. Smith Center is the University's main athletic and campus event facility. The 5,000 seat arena hosts entertainment and athletic events as well as a number of signature university events such as freshman orientation and commencement ceremonies. Additionally, the Center is home to GW's Department of Athletics and Recreation, which supports 22 NCAA sports teams, club sports, and recreational sports activities.

A generous \$10 million challenge commitment from the Robert H. Smith and Charles E. Smith Family Foundations and Robert and Arlene Kogod—combined with \$4.5 million contributed to date in support of the challenge—are allowing the University to begin a multi-phase renovation to transform the facility to a state-of-the-art athletic complex and center for student life.

Renovation Plans:

The estimated \$43 million renovation will occur in three phases between 2009-2011. Phases 1 & 2 (which includes the majority of the interior transformation) will be completed by fall 2009. Phase 3 (the exterior transformation) will follow shortly thereafter. The full renovation is expected to be completed by early 2011 and will include:

- **Upgraded Arena:** Updates to finishes and displays as well as new flooring, lighting and equipment
- **Academic Center:** Academic support space for GW athletes including dedicated areas for individual or group study and tutoring.
- **Natatorium (pool):** New finishes and HVAC upgrades plus new GW graphics and displays.
- **Locker rooms:** Complete renovation of locker rooms as well as sports medicine and strength training facilities.
- **VIP and meeting areas:** New Colonials Club will offer VIP court-side seating and members' lounge. A renovated Athletic Director's Club will continue to host game-day receptions and special events.
- **Exterior renovations:** Modern glass façade and dynamic 22nd Street entrance with renovated lobby concourse, box-office and concessions' area.



Outreach: GW began presenting architectural concepts to University and community stakeholders in summer 2008 and continues to provide project updates at GW's athletics website (gwsports.com) and neighborhood website (neighborhood.gwu.edu/cd). In addition, GW continues to coordinate required reviews and approvals with appropriate DC agencies.

QUESTIONS/COMMENTS:

■ For more information, please visit the campus development section of neighborhood.gwu.edu or email talktogw@gwu.edu

■ For information on how to support the renovation, contact GW's Division of Development and Alumni Relations, 202-994-9366 or development.gwu.edu

PROPOSED RENOVATION TIMELINE

Winter/Spring 2009:
Phase I
Initial structural work

Spring/Summer/Fall 2009:
Phase II
Major interior renovations

Fall 2009:
Building open for
'09-10 Academic Year

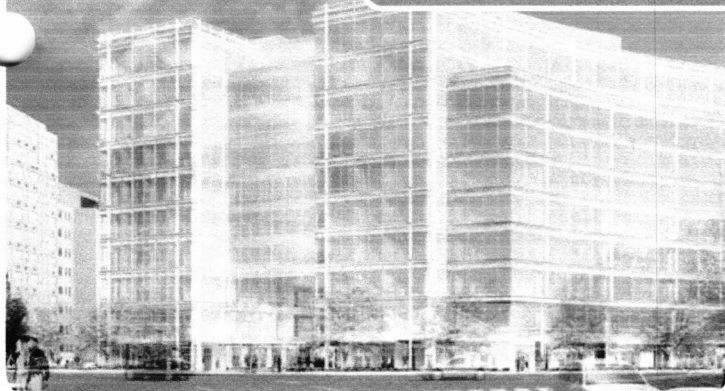
Spring/Summer 2010:
Phase III: Exterior façade,
box office, concessions area

Early 2010:
Project Completion

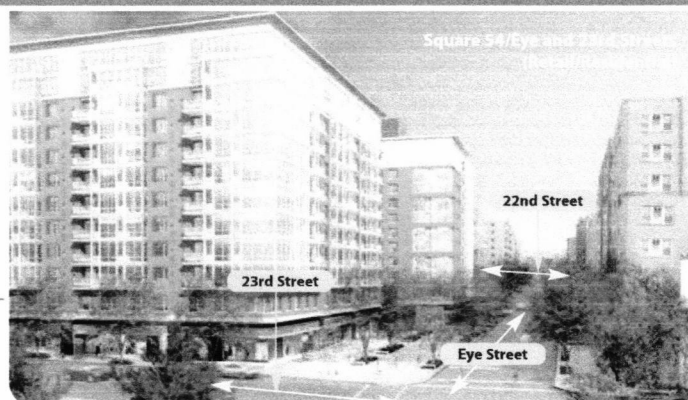
Square 54

2200 Pennsylvania Avenue

Square 54/Washington Circle
(Retail/Office)



Square 54/Eye and 23rd Streets
(Retail/Residential)



Located on the site of the old GW Hospital, **Square 54** will be a world-class, mixed-use town center. The project will include a grocery store, retail shops, apartments, and commercial office space, providing a variety of neighborhood benefits, as well as an enlivened streetscape. The 2.6 acre smart growth, transit-oriented development is located at **2200 Pennsylvania Avenue**, adjacent to the Foggy Bottom-GWU Metro. Square 54 will be a gateway to the Foggy Bottom and West End neighborhoods and The George Washington University's Foggy Bottom Campus. **Boston Properties**, one of the nation's largest developers of first-class commercial properties, began construction in spring 2009, and anticipates completion in 2011.

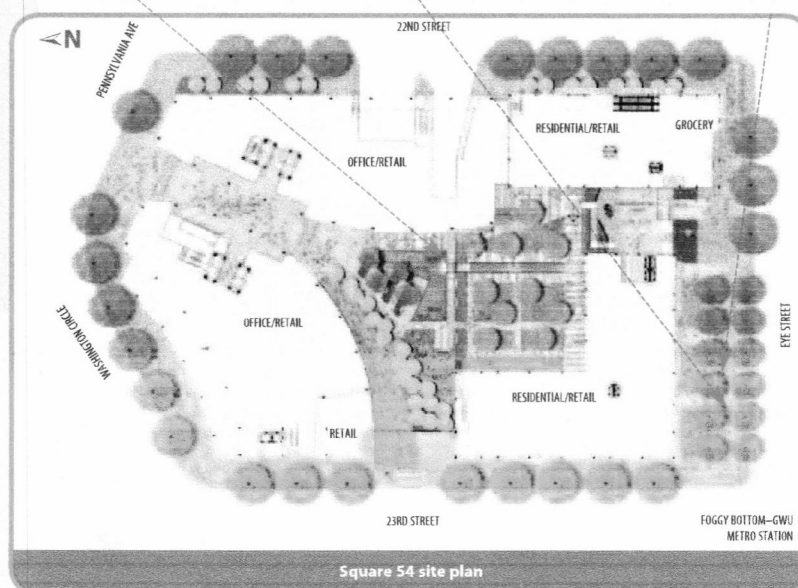
Quick Facts

One of the most important aspects of Square 54 is the integration of the project with the surrounding neighborhood. The development offers a variety of amenities and shared benefits for the community, the District of Columbia, and the University. These include:

- Approximately 84,000 square feet of retail space
- Full service grocery store
- A pedestrian retail plaza along Eye Street and an open central courtyard that will create a unique neighborhood gathering place
- Environmentally conscious design and construction, including over 26,000 square feet of green roof elements
- 333 rental apartment units, 13% of which will be designated as workforce and affordable housing
- Below grade parking and loading solutions that work in an active, urban street grid
- Commercial office space located at 2200 Pennsylvania Avenue adjacent to Washington Circle
- Estimated \$11.5 million in DC tax revenue annually
- World-class design and architecture that enriches the character of the local community
- A source of non-enrollment-driven income for the University to further its academic and research mission

For More Information

- Visit www.neighborhood.gwu.edu for more details on the Square 54 project and other GW campus development efforts, including project construction updates, community meeting notices, zoning filings and more.
- Participate in upcoming community meetings on this topic by contacting talktogw@gwu.edu or 202-994-3128.



CONSTRUCTION OVERVIEW

May 2008:
Site work commenced

June 2008 to spring/
summer 2009: Excavation
and sheeting & shoring

Spring/summer 2009
to fall/winter 2009:
Below grade structure work

Fall/winter 2009 to early/mid
2011: Above grade office
& residential construction

Early/mid 2011:
Project completion. Landscaping
& streetscape installation

Square 54

2200 Pennsylvania Avenue

Overview: Project Progress

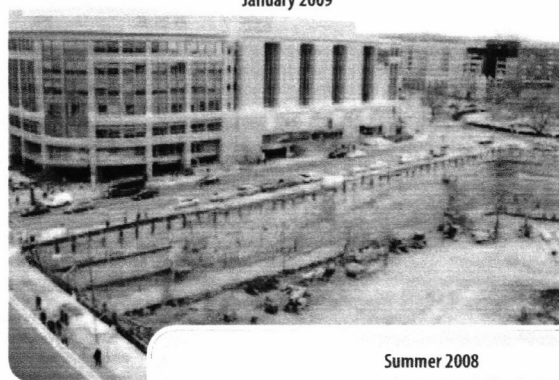
Following the May 2008 groundbreaking, construction efforts have included excavation, hauling of dirt, drilling of piles and controlled blasting activities.

Construction activities during winter 2009 will include completion of final excavation and beginning below grade structural work.

Project developer Boston Properties anticipates project completion in 2011. For regular project updates, check the Square 54 update page in the campus development section of www.neighborhood.gwu.edu



October 2009



January 2009

Quick Facts

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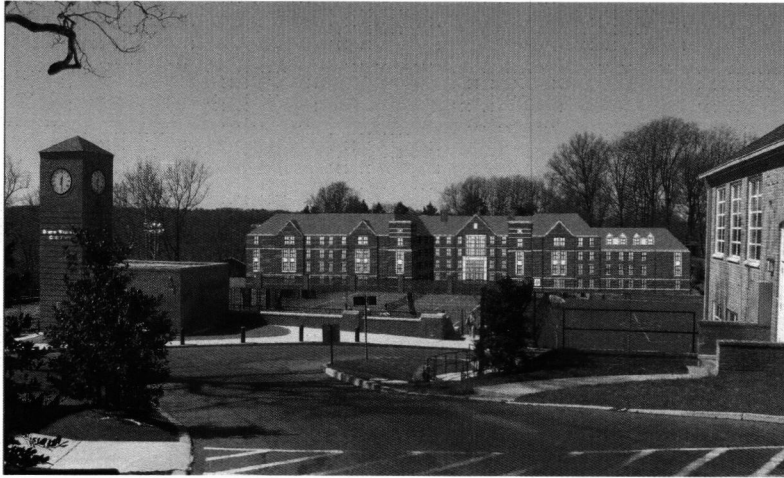
Summer 2008

For More Information

- Visit www.neighborhood.gwu.edu for more details on the Square 54 project and other GW campus development efforts, including project construction updates, community meeting notices, and zoning filings.
- Send further questions/comments to talktogw@gwu.edu or 202-994-3128.

The George Washington University Mount Vernon Campus

Pelham Redevelopment Project



2010 Mount Vernon Campus Plan

The University is currently in the process of developing an update to the campus plan for the Mount Vernon Campus. We anticipate filing this campus plan with the Zoning Commission in late-November and anticipate a hearing on the project in the timeframe of February 2010.

The approval of the 2010 Mount Vernon Campus Plan will pave the way for future development of the campus as well as provide approval for a Renovation and Addition to Ames Hall. This project will include an addition of approximately 30,000 square feet as well as the renovation of the existing Ames Hall, all of which will be programmed for academic use.

Pelham Redevelopment Project

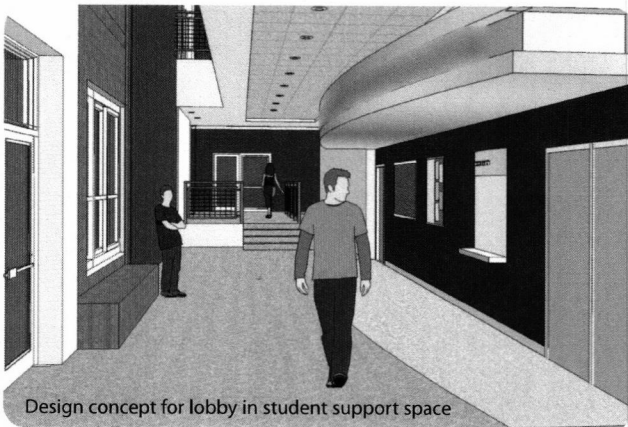


The Pelham Redevelopment Project

In planning for the redevelopment of Pelham Hall,

the University evaluated its space needs and institutional priorities in the context of its ongoing effort to foster and enhance the living and learning experience at the Mount Vernon Campus. Consistent with the existing Mount Vernon Campus Plan, the University is seeking to achieve an appropriate balance of academic

and student housing resources on the Campus while respecting and enhancing the residential environment.



Design concept for lobby in student support space

The Pelham Redevelopment Project will provide approximately 287 beds for undergraduate students (and three apartments for professional staff) in a design that is in keeping with the architecture, scale and materials of the existing campus environment. The Project includes below-grade residential/campus life and building support space including a campus dining facility. This additional support space will enable the University to transition the use of functions in and around the traditional campus quadrangle (currently accommodating student support functions) to academic purposes, consistent with the tradition of the Campus as well as the planning principles of the Mount Vernon Campus Plan.

Quick facts on the Pelham Redevelopment Project

PROPOSED GROSS FLOOR AREA BUILDING USE

Approximately 92,300 square feet of GFA
Undergraduate housing for 287 students, three staff apartments, and below-grade residential/campus life support space, including a campus dining facility

BUILDING DESIGN

The design of the building draws from the palette of existing materials prevalent throughout the campus, and features the use of brick and a slate-like hip roof

SUSTAINABLE DESIGN ELEMENTS

The building will incorporate a number of sustainable design elements and the University is seeking LEED Gold certification for this building

We invite your continued participation

in the Pelham Redevelopment Project. For more information on this project, construction updates and information on other campus development initiatives, please visit

www.neighborhood.gwu.edu

or contact the GW Office of Real Estate, 202-994-1700. Additional inquiries regarding the Mount Vernon Campus can be addressed to the Office of the Associate Vice President and Dean of Freshmen at 202-242-6609 or avpdof@gwu.edu.

CONSTRUCTION OVERVIEW

Spring/Summer '08:
Site work (access road & utilities) &
Demolition of existing dining hall

Fall '08 - Spring '09:
Excavation and
sheeting/shoring

Spring '09-Spring '10:
Building construction

Fall '10:
Project completion/
student move-in

The George Washington University Virginia Science and Technology Campus

Current Campus Buildings & Uses

Research 1 – Classrooms, Research
Laboratories, Academic Building

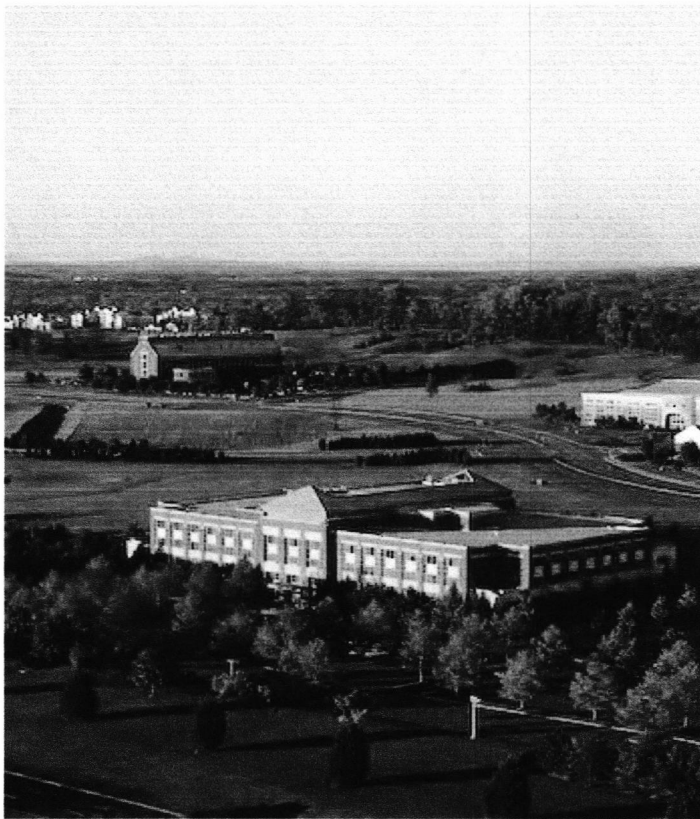


Research 2 – Research & Academic Building



**Virginia Science and Technology Campus
Current Campus Buildings & Uses (ctd.)**

Building 2 – Administrative (3 floors); Academic (1 floor, including Library) & Cafeteria



Future Campus Projects

- Advanced Impact and Materials Research Laboratory (grant pending with NIST)
- FY2010 – Overall facility plan for the Virginia Science and Technology Campus
- Campus signage and streetscape implementation projects

University Budget Overview FY 2009 and 2010

Joseph Cordes
Chair, Faculty Senate Committee on
Fiscal Planning and Budgeting
Nov 13, 2009

1

Outline

- Fiscal year 2009
 - Operating results
 - Balance sheet
- Fiscal year 2010
 - 2010 budget: May 2009
 - 2010 budget: 1st Quarter revision
- Broader budget issues

2

FY 2009: Budgeted vs. Actual

University Operating Budget (Does Not Include Medical Center)			
	Budgeted	Actual	Difference
Operating Revenue	\$573.7	\$577.7	\$4.0
Operating Expense	\$544.6	\$557.4	\$12.8
(Operating Rev. - Operating Expense)	\$29.1	\$20.3	-\$8.8
Other Decreases (Increases) in Net Assets	-\$29.1	-\$20.1	\$9.0

3

Budget Results (From Report to GWU Board of Trustees, May 2009)

FY 09 Medical Center Budget

(Dollars in Millions)

	Budget	Actual
Revenue	\$120.8	\$126.6
Expenditures and Other Changes in Net Assets ⁽¹⁾	120.8	126.1
Operating Results	\$0.0	\$0.5
Interest Expense (Unfunded Portion)	(1.8)	0.0
Net Operating Results	(\$1.8)	\$0.5

(1) Reflects a \$8.0 million increase in reserves.

4

Fiscal Year 2009: Operating Results

- Overall budget balance (small surplus)
- Components of Budget
 - Operating surplus lower than budgeted: (\$-8.8 m)
 - Difference between projected and actual operating surplus offset by lower than projected decrease in net assets: (\$9.0m)

5

Differences FY 2009: Actual and Budgeted Revenue

- Net tuition and fees: + \$7.1m
- Indirect cost recoveries: -\$.1m
- Auxiliary Enterprises: + \$.05m
- Contributions: - \$7.9m (net)
- Other revenue: + \$4.8m

6

Differences FY 2009: Actual and Budgeted Expenses

- Compensation: + \$3.8m
 - + \$9.0 salaries and wages
 - + \$3.8 million academic programs (offset in part by program revenue)
 - + \$ 5.2 million one time expenses
 - - \$5.2 million fringe benefits savings
- Purchased Services: +\$7.0m
 - + \$1.4 million Embranet and The Evaluators' Institute (offset by program revenue)
 - + \$2.3 million in technology investments
 - + \$3.3 additional regulatory and compliance costs
- Bad Debt: - \$1.5m
- Travel and Training: + \$1.4m
- Other expenses: + 2.1m

7

Other Changes in Net Assets: Budgeted and Actual

	Budgeted	Actual	Difference
Debt Service & Mandatory Purposes	-\$53.1	-\$50.4	\$2.7
Endowment Support	\$35.0	\$34.3	-\$0.7
Capital Expenditures	-\$11.6	-\$14.0	-\$2.4
Support/Investment	\$0.6	\$10.0	\$9.4
Total	-\$29.1	-\$20.1	\$9.0

8

Differences FY 2009:
Actual and Budgeted Net Asset Changes

- Net Changes in Assets: + \$9.0m
 - Lower interest expense: + \$2.7m
 - Lower endowment payout: - \$0.7m
 - Higher capital expenditures: - \$2.4m
 - Draw from capital reserves: + \$9.4m

9

Slides Presented to GWU Board of
Trustees: May 2009 (Start)

10

Financial Results

Consolidated Balance Sheet

(Dollars in Millions)

	June 2009	June 2008
Assets	\$2,711.5	\$2,736.9
Liabilities	\$1,193.3	\$999.9
Net Assets	\$1,518.2	\$1,737.0

11

Financial Results

Cash

(Dollars in Millions)

	June 2009	June 2008
Cash Balance	\$219.2	\$86.0
Weighted Average Yield	0.01%	2.51%

12

Financial Results

Endowment Returns – Period Ending June 30, 2009

	1 Year	3 Year	5 Year
Average Annual Compound Rate of Return:			
Total Portfolio	-21.41%	-1.69%	5.57%
Weighted Index	-14.97%	-0.74%	3.63%
Cumulative Quartile Ranking ⁽¹⁾	3 rd	2 nd	1 st

(1) Universe of approximately 140 endowments tracked by Cambridge Associates.

13

Financial Results

Physical Properties and Debt (Dollars in Millions)

	June 2009	June 2008
Land and Buildings ⁽¹⁾	\$910.1	\$826.4
Furniture and Equipment ⁽¹⁾	80.3	82.4
Total Physical Properties	\$990.4	\$908.8
Debt, excluding Endowment	\$722.3	\$532.8

(1) Physical properties are reported at book value net of accumulated depreciation.

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Financial Results

Debt

(Dollars in Millions)

	June 2009	June 2008
Debt Outstanding:		
Endowment	\$250.7	\$250.7
All Other	\$722.3	\$532.8
Total	\$973.0	\$783.5
Annual Debt Service	\$52.4	\$51.1
Weighted Average Interest Rate	4.73%	5.28%

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Financial Results

Bond Covenant Ratios

	June 2009	June 2008	Required
Expendable Net Assets, excluding Net Investment in Plant as a % of Non-Real Estate Investment Debt	142%	209%	PNC ≥ 110% BoFA & MBIA ≥ 50%
Debt Service as a % of Unrestricted Revenue	7%	6%	≤ 12%

16

Financial Results

Research Funding

(Dollars in Millions)

	FY 09	FY 08
Direct Expenditures ⁽¹⁾	\$142.0	\$154.8
Overhead Recovery	19.7	19.0
Total	\$161.7	\$173.8

(1) Reflects a \$17.2 million decrease from the substantial completion of the Biostatistics Center TrialNet work. All other expenditures increased \$4.3 million.

17

Financial Results

Fundraising – excluding Affiliates

	FY 09	FY 08
Funds Raised (\$ millions) ⁽¹⁾	\$84.3	\$89.0
Spending (\$ millions) ⁽²⁾	\$22.5	\$16.7
Cost per Dollar Raised	\$0.27	\$0.19

(1) Including Affiliates, \$103.9 million was raised in FY 09.

(2) Excludes Alumni Relations.

18

Slides Presented to GWU Board of Trustees: May 2009 (End)

19

Fiscal Year 2010

Budgeted

Revenue: \$601.8m
Operating Expense: \$576.3m
Operating "Surplus": \$25.5m
Net Chng in Assets: \$(25.5)m
Operating Results: \$0

Forecast Based on 1st quarter results

Revenue: \$612.0m
Operating Expense: \$580.6m
Operating "Surplus": \$31.4
Net Chng in Assets: (\$31.5)
Operating Results: - \$0.1

20

FY 2010: Budgeted vs. Forecast

- **Revenue**

- Net tuition & fees: +\$11.3m above budget
- Auxiliary enterprises: -\$0.9m below budget
- Other income: -\$0.2m below budget

- **Expense**

- Compensation: + \$2.8m above budget
- Purchased services: +1.1m above budget

21

FY 2010: Budgeted vs. Forecast Net Change in Assets

Debt Service & Mandatory Purposes	-\$56.2	-\$54.8	\$1.5
Endowment Support	\$34.6	\$34.6	\$0.0
Capital Expenditures	-\$13.6	-\$13.6	\$0.0
Support/Investment	\$9.8	\$2.3	-\$7.4
Total	-\$25.5	-\$31.4	-\$6.0

22

Broader Budget Issues

- District of Columbia-mandated Foggy Bottom Campus enrollment ceiling
- Science and Engineering Complex
 - Benchmarking and Use studies underway
 - Information tentatively due back Jan/Feb 2010
- University Capital Budget
- President Knapp's \$60 million initiative
 - Development /Philanthropy
 - Innovation Task Force
 - Teaching
 - Business Processes

23

REPORT OF THE EXECUTIVE COMMITTEE

Lilien F. Robinson, Chair

November 13, 2009

On behalf of the Executive Committee, I have the following report.

ACTION ITEMS

College of Professional Studies

The Executive Committee has arranged for a presentation on the College of Professional Studies. Dean Katherine Burke will provide the report at the December meeting of the Faculty Senate.

Campus Notifications

At its October meeting the Executive Committee discussed the need for systematic and timely notification to the University community of the passing of faculty and staff. I am pleased to report that Executive Vice President for Academic Affairs Lehman has addressed the matter. Notices will now be posted on the new GW Today web site.

Innovation Task Force

Executive Vice President for Academic Affairs Lehman provided a brief overview to the Executive Committee of the charge and work, to date, of the Innovation Task Force. Given the importance of the work of the Task Force, the Executive Committee has invited Associate Vice President Lenn to make a presentation to the Faculty Senate. The Committee plans to also request periodic updates to the Senate.

OTHER MATTERS

Science and Engineering Complex

The Executive Committee received an update on the Science and Engineering Complex with respect to work completed, Board of Trustees authorization of planning costs (up to \$ 10 million), and selection of Ballenger Architects.

Resolution on Open Access to Scholarly Research

The resolution prepared by the Committees on Research and Libraries has now been reviewed by the Office of General Counsel. The Executive Committee expects to place it on the agenda for the December meeting.

Report of the Faculty Senate to the Board of Trustees Committee on Academic Affairs

The Faculty Senate report to the Academic Affairs Committee of the Board of Trustees was presented at the October meeting of the Committee. It is being distributed at today's meeting and will be attached to the Minutes of this meeting.

GRIEVANCES

There are two grievances in process, one in the Columbian College of Arts and Sciences and the other in the Elliott School of International Affairs. Mediators have been appointed for both cases.

NEXT MEETING OF THE EXECUTIVE COMMITTEE

The next meeting of the Executive Committee is scheduled for December 2. Please forward resolutions, reports, and any other matters you wish to have considered to the Faculty Senate office.

Thank You.

REPORT OF THE FACULTY SENATE TO THE ACADEMIC AFFAIRS COMMITTEE OF THE BOARD OF TRUSTEES

September 29, 2009

The Faculty Senate has met twice since the last meeting of the Committee on Academic Affairs, on May 8, 2009 and September 11, 2009.

On behalf of the Faculty Senate, I offer the following report.

ACTION ITEMS

The Faculty Senate passed two resolutions at its May meeting.

A Resolution to Amend the George Washington University Equal Employment Opportunity Policy to Include "Gender Identity or Expression"

Presented by the Joint Committee of Faculty and Students, the resolution provides for inclusion of "gender identity or expression" in the University's non-discrimination policies. This inclusion is consistent with the D.C. Human Rights Act.

The resolution was accepted by the administration and referred to the Office of General Counsel for implementation. (Resolution 09/1 is attached)

A Resolution Recommending Modification of the Unified Budget Model

Introduced by the Senate's Committee on Fiscal Planning and Budgeting, the resolution addresses the allocation of tuition revenues in the case of students with majors in one School, who subsequently declare a major in a second School.

At present, full tuition is allocated to the School in which the student originally declared his/her major. The resolution provides that in such situations, tuition revenue be divided equally between the two Schools.

After its passage in the Senate, the resolution was transmitted to the Council of Deans, which did not support the proposed change. (Resolution 09/2 is attached)

REPORTS

Report on the School of Medicine and Health Sciences

In his report Dean James Scott provided a brief overview of the School's history, changes and challenges of medical education, physical requirements and the consequent responses of the faculty and administration.

He described the complex nature of the Medical School, faculty requirements and needs, and external relationships with other medical schools and hospitals. He commented on the number of applications to the Medical School, noting that in 2009 there were 13,586 applications for 140 openings, and an acceptance rate of 1%.

Dean Scott also provided an update on the reaccreditation following the School's placement on probation. He indicated that the School's corrective action plan had been accepted without change and three of the previous findings had been withdrawn. He reported that the accreditors will be on campus from October 18-20 following submission of additional reports by SMHS.

Report on the University's FY 2009 budget projections

Professor Joseph Cordes, Chair, Fiscal Planning and Budgeting Committee, distributed the University's third quarter report for FY '09, while providing an overview of the University's budget framework.

He provided information on the University's third quarter results and on increases and decreases in net assets, and pointed out that the difference between operating revenues and expenses is smaller this year as a result of the decision to slow the increase in tuition rates. He also noted the shortfall from projected numbers for net fund raising contributions.

The report also addressed planning for the FY'10 budget and the University's overall budget strategy.

Report on changes to the University's Retirement plan

Ms. Jennifer Lopez, Executive Director of Tax, Payroll and Benefits Administration, provided an update on a structural change, the addition of Benefits Administration (formerly under Human Resources) to the Finance section of the University. This change places oversight of everything deducted from employee pay checks under one director.

She also provided information on the new model for the administration of the University's retirement plan, which provides for Fidelity Investments to provide administrative services for both Fidelity and Vanguard funds. Employees will continue to deal with TIAA-CREF directly in managing their accounts with this firm. The new model will automate transactions, making them available to employees around the clock. This new system will bring the University in compliance with federal monitoring and reporting requirements.

Report on Administrative Salaries

At the request of the Executive Committee, Professor Murli Gupta provided a compilation of top administrative salaries. The report provides a comparison of increases in administrative salaries to those of faculty over a six- year period and to tuition increases over an eight-year period. (The Report attached)

PERSONNEL MATTERS

Grievances

The previously reported grievance in Columbian College, which was dismissed by the Hearing Committee, has been reviewed by the Dispute Resolution Committee. The latter affirmed the decision of the Hearing Committee.

A grievance in the Elliott School was filed on September 18, 2009. In accordance with the Faculty Code, a mediator has been assigned to this case.

Respectfully Submitted,

Lilien F. Robinson, Chair
Faculty Senate Executive Committee
Faculty Senate

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

The Faculty Senate

November 4, 2009

The Faculty Senate will meet on Friday, November 13, 2009, at 2:10 p.m. in the State Room, 1957 E Street, N.W., 7th Floor

AGENDA

1. Call to order
2. Approval of the minutes of the meeting of September 11, 2009, as distributed
3. Introduction of Resolutions
4. Report on Campus Construction and Renovation:

Executive Vice President and Treasurer Louis H. Katz and
Senior Vice President for Operations Alicia M. O'Neil
Associate
5. Budget and Finance Update:
Professor Joseph J. Cordes, Chair, Fiscal Planning and Budgeting Committee
6. General Business:
 - (a) Nominations for election of the following faculty members to Senate Standing Committees: Appointment, Salary, and Promotion Policies:
Lorien C. Abroms, Shivraj Kanungo, Margaret M. Plack, and
Moses S. Schanfield
 - (b) Report of the Executive Committee: Lilien F. Robinson, Chair
 - (c) Chair's Remarks
7. Brief Statements (and Questions)
8. Adjournment

Elizabeth A. Amundson
Elizabeth A. Amundson
Secretary